

C h a r l e s t o n

DISTRICT DISPATCH

"Just Doing It"



SPECIAL EDITION

PROJECT MANAGEMENT BUSINESS PROCESS

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COOPER RIVER
BRIDGES



Mark S Held LTC
Commander Charleston District
file photo

Commanders Corner

“Change is Good!”

changes in our leadership in the Army Corps. LTG Robert Flowers is the 50th Chief of the U.S. Army Corps of Engineers and MG Phillip Anderson now leads South Atlantic Division.


You have already seen the positive **changes** expressed in our Operating Principles set forth by the Chief. I have heard nothing but positive feedback in that direction. Be sure to read the Chief’s articles on “Everyone’s Responsibility,” and the “JUST DO IT!” cards. If you need help remembering, pull out your “Operating Principles” card issued during the 9 November Town Hall. What we can all agree upon is that we have a chain of command that cares, and that is managing **change** in a threat free environment.

The only thing constant in life is **change**. Embrace **change** because no matter how hard you try, **change** is inevitable; and as all of you have heard me repeatedly say, “**change** is good!” Welcome to the holiday edition of the Charleston Dispatch. This is truly a great time to talk about **change** and look at where we are and, more importantly, where we are going.

As I write this piece in my office, I see **change** all around me. The boxes throughout the building are a physical reminder of the **change** in location we are making. In fact, you will read this Dispatch in our new facility, Hollings Hall. Today I want to focus on two internal **changes** currently in progress. It is clear and obvious with the

articles that continue to build on our journey to a seamless organization fully functioning in the Regional Business Center. Our ultimate goal is to have five healthy and vital districts in the South Atlantic Division. MG Anderson has challenged the Division to **change** this year and tackle several key issues training, counseling, mentoring, and workload sharing. Let’s face it, these are broken and all are integral parts of how we do business.

The bottom line is clear: **change** is inevitable. It is a journey so you can either embrace and climb on board or get left behind.

Finally, Karen and I want to wish the Charleston team a wonderful Happy Holiday. Be sure to read all of the safety messages sent by our Safety Officer -- the only asset I cannot replace is you. Be proud in your accomplishments; you have the reputation as the best small district out there. Thanks for another great year. Be sure to **change** your calendar to 2001 because “**change** is good.” 

Speaking of Change

Elmer Schwingen

And speaking of change, the PM Division has gone through several changes in the last year in order to strengthen the District's Project Management Business Process (PMBP). We've had an organizational change to integrate the Planning Branch into the PM Division. We've become an active partner within the Regional Management Board (RMB), and reemphasized the totality of the Project Management Business Process (PMBP).

By combining the Planning Branch with the Project Management Division, we have consolidated our outreach program and provided a seamless customer interface by focusing the majority of our customer contacts in one division.

By increasing our involvement with the Regional Management Board (RMB), we have been assigned several region-wide missions. We are scheduled to contract a region-wide maintenance dredging contract for the AIWW in FY-2001. Thanks to Cliff Costa's outreach efforts, the FAA has requested the Corps to oversee some regional upgrades. The RMB has selected Charleston District to provide regional management and technical oversight for the first four sites. In addition, Charleston District has provided the RMB with recommended cost guidelines to administer Civil Works Construction. These recommendations were accepted without question.


As to reemphasizing the Project Management Business Pro-

cess (PMBP), this Dispatch is continuing this effort. Several articles have been included not only emphasizing the PMBP but also celebrating the success of the process with regard to the Deepening and Widening of the Charleston Harbor and stressing the importance of all district employees. In addition to these articles, a "pullout" entitled, "Project Management Business Process 101," has been included. This pullout is a recap of project management ER 5-1-11. The pullout is obviously not all-inclusive, but gives a basic recap of the PMBP. I urge each of you to pull it out and read it. See where you fit into a Project Management Business Process (PMBP). EVERYONE in the district is a member of a Project Management Team (PMT) which functions under a PMBP! Think not? Think again! General Regulatory, EEO, HR, etc. are all Project Delivery Teams (PDT) with functional chiefs acting as lead project managers. Members of the Office of Counsel, as they provide support to various district elements, become members of a PDT. Resource Management as well as Contracting are key members to numerous teams and must be included in the Project Management Plans (PMP). Without onsite Information Management and Logistics support, we could not function; therefore, they are also part of all teams.

Page one of the pullout lists the Project Management Imperatives. These imperatives are non-

negotiable (above the line), and all projects executed by the district which require resources (money/manpower) must be managed by a PMBP that contains, as a minimum, these imperatives. All projects will have a project manager who will oversee and direct the project. The project manager is the main POC with the customer. The project manager allocates and manages resources/schedules. All projects will have a Project Management Plan (PMP) which will, as a minimum, contain the scope of the project with deliverables, team members (including the customer), the cost of the project, and a project schedule with milestones. The last imperative is that all projects will be tracked and reported through the corporate automated database. Projects managed by the Project Management Division are tracked and reported through the PROMIS and PPDS corporate automated data systems.

As you read the pullout, hopefully you will not only see where you fit into the process, but also begin to realize that Project Management is NOT a stovepipe. It is the business process that the Corps of Engineers has chosen. It is a customer-focused business process that provides the customer with a single window to the Corps throughout project execution. Keep the pullout and look at it occasionally, see if what you are doing fits the model in the pullout, and see how YOU are supporting the Charleston District Team!

I'll end my article like the DE started his--"Change is Good"--and will add-- necessary. There is no more certain thing in life than change. 

PMBP Has No 'Second-class' Citizens

Reprinted with Permission By Colonel Joseph K. Schmitt Savannah District Commander

I am concerned, concerned about the prevailing attitude that our technical elements believe that they are a dying breed - that they are considered second-class citizens in the Project Management Business Process (PMBP). I've failed and we'll all fail if we continue to believe that.


We hear a lot about the concept of team in our Project Management Business Process; however, just as in the "All Star" lineup, we cannot have an effective team without the depth, talents and diversity of all the ballplayers. So it is with our Project Delivery Teams (PDT). The depth, talents, and technical adeptness provided by our technical elements - those Engineering, Construction, Planning, and Real Estate team members - form the foundation of our PDT's. They are the heart and soul of the team, the foundation of our engineering processes. Though the Project Manager is the team leader, he or she would lead a totally ineffective team without the team members from our technical elements.

Concerning the concept of "stovepipes," **Myth No.1:** "Stovepipes" are the ultimate evil. **Reality:** They are not the ultimate evil. Vertical stovepipes through the hierarchy of the Corps are important to preserve technical competencies and compliance with applicable laws and regulations. They provide a needed sense of order, pride, and affiliation with ones chosen profession. They are evil only when they are used to bypass the project manager, the team leader. In doing so, they sub-optimize the Project Management Business Process and contribute to the failure of the project delivery team process.

Myth No.2: The Project Management Business Process is just another stovepipe, the PM stovepipe. **Reality:** The PMBP is a process, not a stovepipe. The PMBP is a life-cycle process designed to deliver a project. If it is deemed a stovepipe, then again I've failed, and we'll all fail if we defend our stovepipes at the expense of the process.

To be successful, Project Delivery Teams require

effective teamwork. As the Corps culture changes from reliance on functional specialization to team performance, each level of management - from the Headquarters in Washington, D.C., to PM's located with the customer in the field - must adopt an approach that is mutually supporting, focused on project delivery and imbued with an emphasis on the primacy of the customer as a team member. The process we follow in the Savannah District is geared toward being the most responsive to our customers! Though the PM is technically the team leader, all members of the team are equally important and all must be intimately involved in the project planning and project execution process. The PM is merely the integrator, the team leader who is responsible for bringing the team together and keeping the team focused.

Finally, we need to preserve a stable-based technical organization, and we must continually focus on preserving the technical competencies within the district as well as the Corps. 

Project Delivery Teams and the Project Management Business Process: How We Do Business

by Jeff Adkins

At first glance, you might think the Project Management Business Process (PMBP) applies only to Project Management or Project Managers. Nothing could be further from the truth. In a nutshell, the PMBP is how the Corps gets its work done these days.

Central to the PMBP is the Project Delivery Team (PDT). The PDT is a multidisciplinary team of engineers, planners, support staff and others, led by a Project manager and working together to produce projects that satisfy the customer, and to assure that these projects are developed on time and within budget.

In essence, this is the way we've always done business. What's new is that the PMBP requires that each Project Delivery Team be led by a Project Manager and operate in accordance with a formal, but changeable, Project Management Plan. Each member of the Project Delivery Team makes a unique contribution to the project, but now as always, the team stands or falls together-- "...the eye cannot say to the hand, "I have no need of you."

A Project Delivery Team Conference was held in Seattle, Washington from 30 October to 3 November 2000. The conference, entitled "QUALITY: the ultimate measure of a successful project," dealt with the advancement of understanding our PMBP and the integration of "quality" throughout the process. A summary of some key points is presented below.

Quality. Quality doesn't just

happen. Fortunately, the Project Delivery Teams have several tools at their disposal to assure that we deliver high-quality projects to our customers-- our nation's citizens. Most important among these are the Quality Control Plans that assure that each component of the project gets a good, hard second look. This second look, called Independent Technical Review, isn't something that happens at the end of each phase of project development. Rather it requires the involvement of an Independent Technical Review Team throughout the development of the project. It also requires considering quality from the perspective of the customer.

Creativity and Constraints. Project Delivery Teams were encouraged to continue improving processes, products and projects. At the same time, we are to remember that we are not a business but a government agency and as such, we operate within a distinctly different environment, defined by law and policy.

Improved Communications. We were encouraged to maximize our use of the Internet to tell our own story. People needing information for decision-making are twice as likely to turn to the Internet as to other information media. This presentation highlighted the use of general project sites and strategic issue-specific sites to get the message out.

APIC/ISO 9000 Certification. As an extension of professional certification for individuals, APIC/ISO 9000 are vehicles for cer-

tification of the district and its processes as a whole. One benefit of such certification is that it requires documentation of work processes. Although APIC/ISO 9000 certification can lend great credibility to an organization, it should be noted that the certification is a reflection of the process itself and does not assure quality or efficiency.

The Seattle Conference included presentations on


- * Sustaining a Capable Workforce

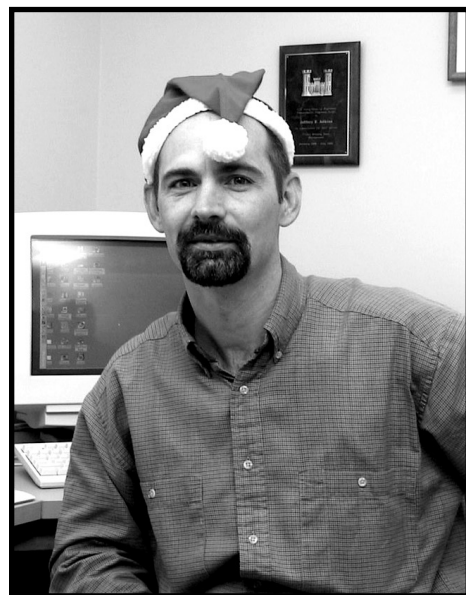
- * The EIG's Report on Quality Management in the PMBP

- * Quality from the Customer's Perspective

- * Current Issues in Civil Works, SFO, Military Programs and Contracting

- * Strategic Communications

For more links to all the presentations delivered at this conference, visit <http://www.nws.usace.army.mil/pm/pdt/presentations.html>. 



Jeff Adkins

Charleston Harbor Deepening and Widening Team Nominated for USACE Project Delivery Team of The Year Award

Lincoln Blake

The District's project delivery team (PDT) was nominated by the District Commander. The nomination subsequently forwarded to HQUSACE by SAD for consideration as the Corps project delivery team of the year. This award is to recognize teams that excel by working closely together toward a common goal. The District team's accomplishments were noted by HQUSACE at the PDT conference in Seattle but unfortunately our team was not the overall winner. (We need to have a recount of the votes.)

In Fiscal Year 2000 the team was able to execute the largest single year program in the history of the Charleston District. The District executed over \$50 million of work in Charleston Harbor. This was done in spite of obstacles like the emergency missions for hurricane Floyd which diverted considerable resources away from the project, our temporary move to trailers, and then the Simmons Building.

During the 1999 Christmas holidays the Entrance Channel contractor began to encounter endangered sea


turtles. The team was able to respond immediately with an emergency procurement of a trawling contract, which allowed the construction contractor to proceed with his work and at the same time protect turtles from injury.

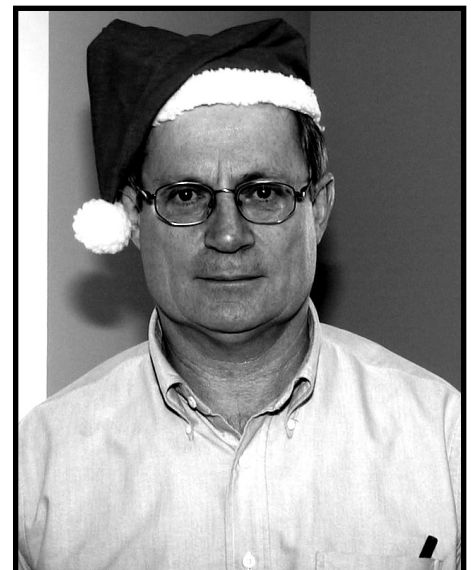
While dredging, the Lower Harbor contractor unexpectedly encountered a civil war cannon and several other artifacts which required careful and quick removal. This prompt action was necessary not only to protect the artifacts but to protect the dredge and its crew since it could not be immediately determined whether or not the cannon still had a live projectile inside. The team called on explosive experts regarding safety and on our sister district in Wilmington for archeological assistance in order to keep our people safe, to minimize any project delays, and relocate the artifacts to a secure location.

The District team and the project sponsor, the South Carolina State Ports Authority agreed, to modify the contract for the Lower Harbor in the summer of 2000 to deliver sand to Daniel Island

rather than to the Ocean Dredged Material Disposal Site (ODMDS). This change resulted in less material going to the ODMDS thereby extending the life of the disposal site, which is beneficial to the environment.

In addition to the environmental benefit, the Corps saved over \$800,000 since delivery of the sand to Daniel Island cost less than disposal in the ODMDS and the sponsor also reduced its costs for fill material.

These accomplishments and this recognition are truly a credit to the Charleston District team and everyone in the District deserves credit for all the successes we had last year. This is a new year and we will undoubtedly continue to build on our legacy of excellence. 



Lincoln Blake



Sen Ernest F. Hollings at the Ribbon Cutting Picture by Steven Hagen

Building Dedication

by David Rich

Friday, November. 17, was a red-letter day for Charleston District team members. The event was the dedication of the new District Headquarters building, for after 15 months the District is finally in permanent headquarters again.

The event also provided an opportunity for many team members to visit with an old friend, MG. Milton Hunter, who was Charleston District's Deputy District Engineer from July '79 to July '81. Hunter was the featured speaker for the dedication ceremony.

The building is named Hollings Hall. Senator and Mrs. Ernest F. Hollings were present and participated in the ribbon-cutting ceremony. During his remarks, Hollings revealed that

as a young man he had worked for the District on a crew surveying Charleston Harbor and the Atlantic Intracoastal Waterway.


Damage as a result of Hurricane Floyd in September 1999 forced the district offices to be moved from the Federal Building in downtown Charleston. Temporary offices were found in North Charleston.

During the transition to the temporary location, two Deployable Tactical Operations Support (DTOS) units were used by the District. Mobile District had prepositioned the DTOS units for use if needed after the hurricane.

Prior to the hurricane the General Services Administration (GSA) had made the decision to close the Federal Building and had begun the process which would lead to relocating the

Corps. The new building was already in the works. It was to be built by The Citadel Alumni Association and leased by GSA.

The building is located next door to the campus of The Citadel, The Military College of South Carolina. The building is reminiscent of the Corps castle, as are most of the buildings on the nearby campus.

As the featured speaker, Hunter thanked Senator Hollings for his support of the Corps of Engineers over the years. He summed up the occasion by saying, "There could be no better match than three South Carolina icons: Senator Hollings, The Citadel, and the Corps of Engineers: all so much a part of the State's past, and now indelibly connected to tackle the challenges of the new millennium." 

The Performance Plan - More Than A Requirement

by Pat Baremore



Pat Baremore
CPAC Elf

There's a story of a young football player who, in his first game, took the ball away from his own teammate who was about to score. Later when questioned by his dad as to why he did that, he replied, "Dad, you said to try to take the ball away...." The dad realized the fault was his. This little guy had no clue about being a team player, much less the rules of the game. He knew just enough to play, but not to play well. The boy's dad made an incorrect assumption about what his son knew. Sometimes, supervisors face this same situation. They sometimes assume that employees have enough information about their jobs to do them successfully. However, the employee just is not sure what the supervisor expects.

Fortunately, there is a tool that supervisors can use to make their employees know what is expected -- this tool is **THE PERFORMANCE PLAN!** The supervisor, based on the employee's position

description and the supervisor's expectations, creates this document. It provides the standards by which an employee should perform. His/her standards are in the form of work elements which describe critical aspects of the position and what the employee is expected to do to meet or exceed the standards.


Supervisors must give their employees a copy of their position descriptions and their performance plans within 30 days of being assigned to the position. The supervisor must discuss the content of both with the employee. The supervisor should encourage the employee to ask questions about the job, the plan, position descriptions at that time or any time.

Is this the last time the supervisor and employee will discuss the plan? **MOST DEFINITELY NOT!** At the very least the supervisor must discuss it with the employee at the end of each quarter to give feedback. This is the progress review and it lets the employee know how he/she is doing. Can you believe that sometimes supervisors get to the end of the rating period and no progress review has been accomplished? It has happened, but it shouldn't, not just because there is a requirement, but because the progress review has a very important function. Accomplishing it is really a win-win situation. Think about it - if the employee's work is not up to par, the supervisor has the perfect opportunity to discuss it with him/her and provide guidance on how to improve, long before the final rating is due.

If the employee is doing a great job, the supervisor can say, "Keep up the good work!" Some supervisors say, "My employees all know they are doing a good job I don't have to tell them all the time." Not true! Everyone needs positive reinforcement. It is so motivating!

There are all sorts of guidelines relating to performance ratings - how to handle special situations such as a change in supervisors during the middle of the rating cycle, what to do if the employee changes jobs, how overall ratings are determined and lots more.

So, if you need information about these or other aspects of the performance program, contact **Pat Baremore** in the CPAC office.

Remember, quarterly counseling is a change. Counseling is important so that "rater" and "ratee" have the opportunity to verify that things are within expectations. Without counseling, the "ratee" can only work under assumptions that may not be true. Direction must come from those in charge. Quarterly counseling helps ensure that the quality of work desired is made known to the "ratee" - quarterly counseling gets the "ratee" on track and makes sure that the "ratee" can exceed expectations. Successful "rater/ratee" partnerships result when the supervisor lives up to his/her counseling responsibilities. It is the "RATER" who is ultimately responsible for quarterly counseling. However, the ratee must be willing to ask for quarterly counseling if it does not occur. Otherwise, just like the football player, it is a sure penalty, or at the very least, a lost goal for someone. 

South Atlantic Division Gets New Commander



Major General Anderson
file photo

Major General Phillip R. Anderson assumed command of the South Atlantic Division on October 19, 2000. He came to SAD from the U.S. Army Corps of Engineers, Mississippi Valley Division, where he was Commander and President of the Mississippi River Commission. Immediately prior to that assignment he was Director of Military Programs in U.S. Army Corps of Engineers Headquarters in Washington, D.C.

As SAD Commander, Major General Anderson plays a vital role in managing the Corps' military construction and water resource programs in the Southeastern United States. In this position he oversees programs worth more than \$1 billion annually in an eight-state area plus Latin America and the Caribbean. His responsibilities include military design, construction and real property management for Army and Air Force facilities in the region. His water resource

duties include management of 29 major harbors, 6,000 miles of federal navigable waterways, and 33 multiple-purpose reservoirs.

General Anderson is a graduate of the Virginia Military Institute, Lexington, Virginia, where he was commissioned in 1970 into the Corps of Engineers. He holds master's degrees in civil engineering from the University of Illinois in Champaign/Urbana and international relations from Salve Regina University in Newport, Rhode Island. He is a licensed professional engineer in the state of Virginia and is a member of the Society of American Military Engineers and the Army Engineer Association.


His military education includes the Engineer Officer Basic, Construction, and Advanced courses, the Army Command and General Staff College and the Naval War College. His troop assignments include Platoon Leader, Engineer Equipment Officer, Assistant S-3, and Company Commander, 27th Engineer Battalion (Combat) (Airborne), Fort Bragg, North Carolina; S-3, Assistant Division Engineer and Executive Officer, 307th Engineer Battalion, 82nd Airborne Division, Fort Bragg; Commander, 20th Engineer Battalion (Combat), Fort Campbell, Kentucky; and Commander, 36th Engineer Group (Combat), Fort Benning, Georgia.

General Anderson has served as Liaison Officer and Assistant Resident Engineer, Saudi Arabia District. As a civil engineer in the Louisville District, he was a

project engineer for the Taylorsville Lake Project. He also served as the Executive Officer for the Chief of Engineers, Headquarters Corps of Engineers, Washington, D.C., and Land and Naval Facilities Program Manager, Supreme Headquarters Allied Powers Europe. He was Director of Training for the U.S. Army Engineer School at Fort Leonard Wood from October 1993 until January 1994 when he was selected to serve as Chief of Staff. In October 1994, General Anderson became the Deputy Commanding General of the U. S. Army Engineer Center and Fort Leonard Wood, remaining in that position until his assignment as Director of Military Programs at HQUSACE.

He has been involved in many humanitarian relief operations including Hurricane Andrew as Deputy Joint Task Force Engineer, Operation Restore Hope in Somalia as Army Forces Engineer, and United Nations Mission in Haiti as Deputy Commander U.S. Forces.

General Anderson's decorations include the Defense Superior Service Medal, Legion of Merit, Defense and Meritorious Service Medals, and the Army Commendation and Achievement Medals. He has been awarded the Ranger, Master Parachutist, and Air Assault Badges.

General Anderson was born in San Diego, California. He is married to the former Elizabeth Allen Bartley. They have one daughter, Sarah, who resides in Macon, Georgia. 

Holiday Season Safety by Mark Turner



Mark Turner

The holiday season can make your home a hectic place and fill your life with errands to run, presents to buy, and people to visit. Just as there are safety rules and precautions to help you at work, there are also safety guidelines to help you through the holidays. You wouldn't hang a danger sign on your Christmas tree, or wear personal protective equipment while building a fire in the fireplace, but as you begin to put together your holiday lists, have safety as your top consideration.

CHRISTMAS TREES

Many artificial trees are fire resistant. If you buy one, look for a statement specifying this protection.

A fresh tree will stay green longer and be less of a fire hazard than a dry tree. To check for freshness, remember:

- * Fresh needles are hard to pull from branches.
- * When bent between your fingers, fresh needles do not break.
- * When the trunk of a tree is bounced on the ground, a shower of falling needles shows that the tree is too dry.
- * Place trees away from fireplaces, radiators, and other heat sources. Heated rooms dry out trees too rapidly, creating fire hazards.
- * Cut off about two inches of the trunk to expose fresh wood for better water absorption. Trim away branches as necessary to

set the tree trunk in the base of a sturdy, water-holding stand with widespread feet. Keep the stand filled with water while the tree is indoors.

- * Keep a fire extinguisher handy in the tree area.

- * Be sure to discard the tree well away from your home, not even with the trash, until you can properly dispose of it. Remove the tree promptly if it becomes dry.

DECORATIVE LIGHTS

- * Inside or outside, use only lights that have been tested for safety. Identify these by the label from an independent testing laboratory. Check each set of lights, new or old, for broken or cracked sockets, frayed or bare wires, or loose connections. Discard damaged sets or repair them before using.

- * Use no more than three standard-size sets of lights per single extension cord.

- * Turn off all lights on trees and other decorations when you go to bed or leave the house. Lights could short and cause a fire.

- * Never use electric lights on a metallic tree. The tree can become charged with electricity from faulty lights, and any person touching a branch could be electrocuted! To avoid this danger, use colored spotlights above or beside a metallic tree, never fastened onto it!

THE FIREPLACE

- * Before lighting any fire, remove all greens, boughs, papers, and other decorations from the fireplace area. Check to see that the flue is open.

- * Before closing the flue, be sure that the fire is out completely.

- * Use care with "fire salts" which produce colored flames when thrown on wood fires. They contain heavy metals, which can cause intense gastrointestinal irritation or vomiting if eaten. Keep them away from children.

- * Install at least one carbon monoxide detector and a smoke detector in your home.

- * Have your chimney inspected at least once a year and cleaned if necessary. Creosote, a chemical substance that forms when wood burns, builds up in chimneys and can cause a chimney fire if not properly cleaned.

- * Always use a fire screen and only burn material appropriate for fireplaces. Avoid burning trash or paper which can float up the chimney and onto the roof or yard.

- * Remove ashes in a metal container. Ashes should be removed from the home because they may rekindle.

PORTABLE AND OTHER SPACE HEATERS

- * Place all space heaters at least 36 inches away from flammable materials, including wallpaper, bedding, clothing, pets, and people.

- * Do not leave space heaters unattended or in use while sleeping.

- * Never place articles for drying over space heaters.

- * Check electrical space heaters for fraying or splitting wires and overheating.

HOLIDAY COOKING

- * Avoid loose-fitting clothing when cooking such as long open sleeves which can easily be ignited by hot burners.

- * Never leave the kitchen unattended when something is cooking on the stove. Always turn pot handles inward to prevent small children from reaching a hot pan.

- * Don't store items on the stove-top - they could catch fire.

- * Don't overload electrical outlets.

Check appliances for frayed or cracked wires. Do not use electrical appliances in or near water.

- * Be sure the kitchen is well ventilated or keep a window cracked to help prevent the build-up of carbon monoxide from gas cooking appliances.

- * Equip the kitchen area with smoke detectors and fire extinguishers.

CHILDREN'S TOYS

- * Never hang toys with long strings, cords, loops or ribbons in cribs or playpens where children may become entangled. Remove crib gyms from the crib once the child can pull up on hands and knees; some children have strangled when they fell on crib gyms stretched across the crib.

- * The law requires the following label on boxes of explosive caps producing noise above a certain level: "WARNING-Do not fire closer to the ear than one foot. Do not use indoors."

- * Children should never be permitted to play with adult lawn darts or other hobby or sporting equipment that has sharp points. Arrows or darts used by children should have soft cork tips, rubber suction cups, or other protective tips intended to prevent injury.

- * Children should be taught how to use electric toys properly, and adult supervision is advisable because electric toys can shock or burn if they are improperly constructed, incorrectly wired, or abused.


- * Keep toys designed for older children out of the hands of little ones.

- * Check all toys periodically for breakage and potential hazards. On wooden toys, sand any surfaces that may have become splintered or edges that have become sharp. When repainting toys and toy boxes, avoid using leftover paint unless it was purchased recently. Older paints may contain more lead than new paint.

GENERAL RULES FOR HOLIDAY SAFETY

- * Keep matches, lighters, and candles out of the reach of children.

- * Avoid smoking near flammable decorations.

- * Make an emergency plan to use if a fire breaks out anywhere in the home. See that each family member knows what to do. 

Senate Confirms Major General Flowers as Chief of the Army Corps of Engineers

On October 6, 2000, the U.S. Senate confirmed Maj. Gen. Robert B. Flowers for appointment to the grade of lieutenant general and assignment as the Chief of Engineers/Commanding General, United States Army Corps of Engineers, Washington, D.C. Lt. Gen. Flowers became the 50th Chief of Engineers in an Assumption of Command on Oct. 23.


The Chief of Engineers occupies a unique position as a senior member of the Army Staff and as commander of a major army command. He has Army Staff responsibility for engineering, housing, construction, real property, natural resources, and environmental programs for Department of the Army. He also provides advice and assistance on military engineering and topographic matters.

As a major commander, the Chief of Engineers directs an organization of more than 500 military and approximately 37,000 civilian members with an annual program exceeding \$10 billion. Major missions include military facilities construction for the Army and Air Force, environmental restoration of current and former defense installations, and the Army's civil works program.

The Corps of Engineers also provides engineering assistance following natural disasters, regulates work in the nation's waterways and wet-

lands, conducts research and development, serves as the Army and Air Force real estate agent, and provides engineering services to 60 other federal agencies.

Most recently, Lt. Gen. Flowers served as the commanding general of the U.S. Army Maneuver Support Center and Fort Leonard Wood and commandant of the U.S. Army Engineer School at Fort Leonard Wood, Mo. Previous assignments include Commander of Mississippi Valley Division, Army Corps of Engineers; Assistant Division Commander, 2nd Infantry Division (Mechanized), Korea; Deputy Commanding General, U.S. Army Engineer Center, and Assistant Commandant, U.S. Army Engineer School, Fort Leonard Wood; Commander, 20th Engineer Brigade (Combat) (Airborne Corps), Fort Bragg, N.C.; and other command and staff positions.

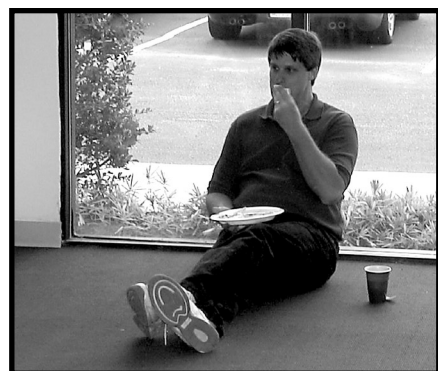
Lt. Gen. Flowers graduated from the Virginia Military Institute and was commissioned as a second lieutenant in 1969. He then completed ranger and airborne training. His civilian and military education includes a master's degree in civil engineering from the University of Virginia, the Engineer Basic and Advanced Courses, Command and General Staff College, and the National War College. Flowers is a registered professional engineer in Virginia. 

ARMY CORPS OF ENGINEERS.



pictures by Steven Hagen

CHARLESTON DISTRICT



Moving into the Hollings Building

November 9th thur 12th, 2000



These sissors don't cut nuttin'



as Jerry Stone sits and thinks
"The other guy just thinks that
he is in charge



"Everyone should have a portable phone"



Sure it will fit



These are not to be touched.



What is Alphabetical order?

I told Bruce this would be a nice office for Me
Moved the whole District in one weekend. That is when you know that you are GOOD!

Of course, all the practice didn't hurt.



"Mom, I'm Home!"



"I'm telling You it was RIGHT There!



Sat in His Chair once, now I get this little, tiny, teensy cubby.



You found ME!

pictures by Steven Hagen

Cooper River Bridges

by Dennis Mckinley

The Silas Pearman/Cooper River and the Grace Memorial/Cooper River Section 206 Ecosystem Restoration Projects are examples of some of the good work that Charleston District is doing to support the citizens of South Carolina. The South Carolina Department of Transportation (SCDOT) has plans to replace the two existing bridges with a single-span bridge, probably of a cable-stayed design. In a cable-stayed design, a series of cables are run from the roadway up to a tower where they are secured. This is the same design as the new Talmadge Bridge in Savannah, Georgia.

The new bridge will follow basically the same alignment of the existing bridges. The approach ramp from Mt. Pleasant will lie just to the south of the existing approach (towards Patriot's Point). It will cross the two existing bridges just to the north at Drum

Island, and will land in Charleston at I-26 approximately 2,000 feet north of the existing bridges.

The Corps role is to look into the possibility of using one of our Continuing Authorities to dispose of the two old bridges. In April of this year, the Executive Director of the SCDOT asked the Corps to use our Section 206 Ecosystem Restoration Authority in order see if we could use the two old bridges to restore offshore fisheries habitat.

To date, we have produced two Preliminary Restoration Plans, which show a federal interest. We plan to barge the pieces of the two bridges to one, or a combination of any of the 42 SCDNR permitted reef creation sites. These sites are scattered along the coast of South Carolina, from Hilton Head to Myrtle Beach. They vary in range from inshore to 35 miles offshore. Although the majority of the reefs are located three to ten

miles offshore, in waters ranging from 30 to 60 feet deep, three reef sites are located in estuarine waters and three sites are located adjacent to established fishing piers. Individual reef sites are up to one square mile in size. All sites are located on flat, featureless sand bottom that currently have little value for marine life. Once the pieces of the old bridges are placed, invertebrates are expected to begin colonizing the newly placed material within four weeks, and in less than a year a viable reef community will become fully established.

These sites will provide quality habitat for shellfish such as lobster and crabs. The increased shellfish populations will provide a food source for larger fish and other marine animals, such as black sea bass, red drum,

Cont pg 17



file photo

The new bridge will be over 6 times as wide as the Grace Memorial Bridge. For comparison purposes, i've included the following statistics:

Grace Memorial Bridge:

length 2.5 miles
20' wide bridge, 2 lanes
constructed in 1929
posted 10 ton weight limit
structurally deficient
150' vertical clearance, 1050'
main span, 600' channel

Silas Pearman Bridge:

length 2.5 miles
38' wide bridge, 3 lanes
constructed 1966
functionally obsolete
150' vertical clearance,
760' main span, 600' channel

Replacement Bridge:

length 3 miles
129' wide
186' vertical clearance, 1500' minimum
main span, 1000' channel possible

December 25th: this Day in History

by Tiffany Dorsey

As we commence another holiday season, surely there are memories of Christmases past that warm our hearts and make us smile. Well history has its Christmas memories that are certainly worth mentioning and sharing. So as you are making your holiday plans, hanging your decorations, and certainly making new memories, here are a few of history's more memorable Christmas moments to ponder.

1776-Washington crosses the Delaware During the revolutionary war, with 5,400 troops under his command, General George Washington crossed the Delaware River in a plan to surprise the celebrating Hessian soldiers stationed in Trenton, NJ.

1868- Amnesty Granted to Confederates Full amnesty is granted to all those who fought for the South in the Civil War. This pardon was granted by proclamation of President Andrew Johnson after the death of President Lincoln.

1914- Christmas Truce

"Just after midnight on Christmas morning, the majority of German troops engaged in World War I ceased firing their guns and artillery, and commenced to sing Christmas carols. At certain points along the Eastern and Western fronts, the soldiers of Russia, France and Britain even heard brass bands joining the Germans in

their joyous singing. At the first light of dawn, many of the German soldiers emerge from their trenches and approached the Allied lines across no man's land, calling out "Merry Christmas" in their enemies' native tongues. At first the Allied soldiers suspect it to be a trick, but they too soon climb out of their trenches and shake hands with the German soldiers. The men exchange gifts of cigarettes and plum puddings and sing carols and the truce lasts a few days."

1991- Communism Falls in Russia

Communist Russia falls into democracy after the resignation of President Mikhail S. Gorbachev as does the hammer and sickle flag, which is replaced by the traditional white, blue, and red Russian flag. Control of the government shifted to the hands of democracy-minded leaders and the newly elected Boris Yeltsin later that same December.

Just in case you needed some extra useless facts, here are the names of some of the more famous Christmas babies:

Christ?(-No one alive really knows for certain if this is the actual date of birth)

1642- Sir Issac Newton, Mathematician

1821- Clara Barton, Founder of the American Red Cross

1887- Conrad Hilton, Hotel mogul

1899- Humphrey Bogart, Acad-

emy Award winning actor

1907- Cab Calloway, Bandleader, singer

1918- Anwar el-Sadat, Egyptian President

1924- Rod Serling, "The Twilight Zone" scriptwriter

1932- Little Richard, Singer

1949- Sissy Spacek, Academy Award winning actress

1950- Barry Pearson, Football player

1958- Ricky Henderson, Baseball Player

Although there is probably no one here who remembers the top 40 on Christmas week last year, not to mention years passed, let me refresh your memory.

1961

The Lion Sleeps Tonight - The Tokens; The Twist - Chubby Checker


1969

Leaving on a Jet Plane - Peter, Paul and Mary; Someday We'll Be Together - Diana Ross & The Supremes; Raindrops Keep Fallin' on My Head - B.J. Thomas

1977

How Deep is Your Love - Bee Gees (Every Time I Turn Around) Back in Love Again - L.T.D

1985

Say You, Say Me - Lionel Richie Party All the Time - Eddie Murphy 

*This information is excerpted from and more information is available at <http://www.historychannel.com>

“Support For Other” Program the MCAS Project

by Charles Harbin and Keith Ellmers

The Charleston District is preparing plans and specifications for renovations to the Officer's Club on the Marine Corps Air Station (MCAS), Beaufort. This is a high visibility project which is a part of the District's Support for Others Program. Charleston District's Participation in this project is the result of relationship building and marketing of Corp of Engineers and District capabilities by several District team members.


The Officer's Club at MCAS is an important and highly visible facility. It is the second highest income generator of all of the clubs within the Marine Corps system. Several of the sequences from the Pat Conroy novel “The Great Santini” were set in this facility and several of the scenes in the movie were filmed in the facility. Renovation of the Santini Bar is a part of the project.

In addition to a new standing seam metal roof, new exterior finishes, new interior finishes, and new HVAC, lighting and power systems, the design will require upgrading the late 1950s steel frame, concrete block wall, and perlite roof deck building to current seismic code requirements. The first step in the design required a seismic analysis of the facility and from this analysis the required seismic upgrades and cost for these upgrades was

determined.

The results of the seismic analysis were presented to MCAS at the design conference during the last week in October. The Interior designer also presented the proposed interior finishes in a walk through of the facility during this design conference. (The walk through proved to be a very effective presentation tool). The MCAS facilities Engineering staff have been very pleased with the seismic analysis, and are considering the Charleston District for seismic analysis of other buildings on the Post.

Floor plans and elevations are presently being developed for the renovation and are scheduled to be submitted to MCAS before Christmas. Ready to advertise drawings are scheduled to be completed by 1 June 2001.

The design is being performed in accordance with South Atlantic Division's new regional business center concept. The Architectural, Structural and Interior Design is being performed by team members from the Mobile District (Bill Thomas, Diane Woodward and Aleta Greenspan) and the Mechanical and Electrical design is being performed by team members from the Charleston District (Charles Harbin and Keith Ellmers). 

Cooper River Bridges cont.


black drum, sheepshead, Atlantic spadefish, snapper, amberjack, king mackerel, cobia, tuna, grouper and dolphin.

The Grace Memorial Bridge will yield approximately 12,000 tons of steel and 79,000 tons of concrete. The Silas Pearman Bridge will yield approximately 10,000 tons of steel and approximately 152,000 tons of concrete. This material will be used to create approximately 30 acres and 54 acres of artificial reef respectively.

This preliminary effort has been fully coordinated with SCDNR Offshore Reef Creation personnel, USFWS, National Marine Fisheries Service (NMFS), and SCDHEC-OCRM.

Our next step will be to submit the Preliminary Restoration Plans to South Atlantic Division and to proceed into the Plans and Specifications Phase.

The bridge design-build contract is anticipated to be awarded in April 2001, with construction to be completed in 2005 and demolition of the older structures completed in 2006.

Since our Section 206 Program will provide 65 cents of every dollar spent on this restoration project, we have the opportunity to save the state of South Carolina many millions of dollars while providing quality habitat for a variety of marine species. 

ADR- An Alternate Approach to Resolving Conflict


by Barbara Gathers

Alternate Dispute Resolution, ADR, as it is more commonly known, refers to a variety of procedures or methods by which conflicts are resolved, other than through litigation. ADR has made its way into the work place as an effective way to settle employment-related disputes.

Last year, the Equal Employment Opportunity Commission (EEOC) required all agencies to establish or make available an ADR Program for the EEO complaint process. The Corps of Engineers was already ahead of the game, as it had established its ADR Program (Mediation) in 1995.

Mediation is the intervention in a dispute by a neutral third party (a mediator) who assists disputants in resolving conflict through the use of consensual informal procedures. It provides the parties with a non-adversarial forum for identifying and solving their own problems.

The main objective of mediation is to assist parties in reaching an acceptable resolution of the issues in a dispute. In addition, it saves time and money; it promotes open communication; it preserves an ongoing relationship; and it creates a "win-win" situation.

Mediation is offered in both the pre-complaint and the formal complaint process. For additional information on the ADR Program, contact the EEO Office. 

Electronic Security is Everybody's Business

by Carl Hilton

Using common sense and remaining aware of their surroundings are two things that city dwellers do on a daily basis. It prevents them from walking into a situation where they really don't want to be. At the very least, it helps them to safely cross a street without being struck by a bus. The Corps of Engineers computer users who follow this advice may very well prevent consequences that are just as scary.

Internet related security breaches have been in the news lately. Network intrusions can and often do include the same techniques everyone who

uses a government computer should be aware of the importance of protecting the network from outside threats. People who "hack" into networks are no longer limited to the stereotype of teenagers testing their skills. Foreign governments, terrorists and even career criminals are penetrating networks for many reasons including sabotage and theft. As popular software becomes more powerful, it's easier to create viruses, so there are more of them. Here are some of the things one can do to protect the network:

- * Ensure that the most recent "antivirus" updates are posted to each computer. Notebook users should bring their notebooks in

at least once a week, particularly before they go on a trip and should update from the LAN.

- * Do not open e-mail attachments from suspect or unknown sources. Any attachment with an .EXE extension is a potential threat.

- * If one receives an e-mail attachment that is suspect, they need to open it. Save it to the hard drive and run the anti-virus program to check it. The


McAfee program is in the Start Menu under Tools (or, in some cases, Start/Programs/McAfee VirusScan).

- * Suspect and do not open, forward, or propagate any e-mail that makes claims

such as "free" or "earn money now."

- * Delete any email messages with attachments that claim a software producer is sending an update. Updates are not distributed this way.

- * Do not forward messages from friends or colleagues warning about a virus. Contact IM (Carl Hilton) so it can be determined whether it is a hoax or not. Even a hoax can cause damage in lost time and resources by saturating a system.

- * Messages from friends or colleagues saying to forward it to numbers of people constitute "chain mail" and tie up network resources. "Chain" mail is not authorized on government computer systems. 

e-mail attachments from suspect or unknown sources. Any attachment with an .EXE extension is a potential threat

Personnel Actions Made Easier with Modern Computer System

by Barbara K. Filbert, CPOCMA, PAO

Improving services to federal employees continues to be a top priority for the Department of the Army. Since regionalization began in 1994, the Army has made drastic changes in the way it performs its duties. The principal vehicle of these changes is a more sophisticated, enhanced and complex computer network.

Because of the Army's reorganization, infrastructure changes, and centralizing personnel functions in the last decade, the human resources workforce has reduced its staffs by 41 percent. Their job of providing pay and benefits services is evolving into a more strategic role, as personnel specialists focus on recruiting a skilled workforce for the future.

"The modern DCPDS will support regionalized personnel services by allowing direct access to up-to-date information," said Denise Copeland, a personnel management specialist at the Civilian Personnel Operations Center Management Agency (CPOCMA), headquartered at Aberdeen Proving Ground, Md.

"One of the advantages of the new system is that everyone involved in the civilian personnel process (managers, supervisors, resource managers and human-resource personnel) can access the system, and data will flow quickly and efficiently to organizations and geographic locations," she said.

Greg Wert, of CPOCMA's Training Management Division,

said the system has user-friendly screens. "The modern system is based on a commercial, off-the-shelf product that uses a graphical Windows environment with drop-down menus, point-and-click maneuvering, and cut-copy-paste capability," he said. "Users who have more than one 'role', such as a budget officer who also supervises civilian employees, will appreciate the ease of switching between these roles without having to exit from the system."


The modern system is moving toward greater standardization in the way we process personnel actions, Wert said, and added that it is getting us away from reliance on locally-developed systems. He said that customers and managers who move from one organization to another should see a marked similarity in the operation of the civilian personnel system between organizations in the Army.

"Organizational and employee data can be displayed in a variety of different formats that can be modified, filtered, sorted, and exported for use in other applications such as an Excel spreadsheet."

Army Officials said more improvements are needed and will come with everyone's support. The Army's goal is to have a personnel system that has more integrated processes, and is responsive to the customers' needs.

For more information and

current up-to-date information on the modern system, see the Web site, <http://cpol.army.mil>, under "Modernization." Current information on policy and procedural changes is also posted on the Web site.

Deployment of the modern system for the Charleston District will occur around 16 Feb 01. Pat Baremore, Civilian Personnel Officer for the District, will be providing training on how the new system works for all District users. This training will be offered in February after the system is operational here in Charleston. 

Free Computer Training for Army Users

The US Army has established a contract to provide on-line Information Technology Training to the total Army workforce. Computer Based Training (CBT) has an extensive library of courses available at NO COST to active duty military and civilian employees, as well as Army National Guard and Army Reserve personnel. The course offerings cover a wide range of software suitable for both computer professionals, as well as end users. Visit the web site at: <http://www.armycbt.army.mil> to check out the course listings. To register for this service, your email address must end with ".army.mil." Follow the links to register online, and be sure to note your Student ID and Password. The training web site will automatically track and manage student records.

Once registered, the coursework can be accessed from any computer system, so you can get up to speed on Powerpoint, the Internet, or Excel from the comfort of your home, while on TDY, or from your laptop while traveling.

Getting to Know You: New District Employees

by Tiffany Dorsey



Catherine Jordan

All Photos by Steven Hagen

Catherine Jordan

came to work for the Corps in Early December 1999. Prior to coming to work for the Corps, she worked in housing management on the Naval Base in Sasebo, Japan as assistant in charge of officer housing. She has previously worked for the government in Earle, NJ and Corpus Christi, TX.

Here in CESAC, she works as a clerk in the Regulatory Division with, as she describes them, "A fun bunch of people."

Outside of the office Catherine waterskis, enjoys traveling, watching old movies and talking with neighbors. Catherine is married to a petty officer first class, with whom she has shared 10 years. They have 3 children: Abigail (7). Kelley (5), and Wyatt

Cliff Costa

has been with the Corps since August. He came to the Corps of Engineers from the Federal Aviation Administration (FAA). He worked in the FAA Southern Region, based in Atlanta, GA, as Senior Construction Engineer for new air traffic tower throughout the southeastern U.S.

Here in the Charleston District, Cliff is a cost engineer in the Technical Services Division's Navigation Section. Overall, he thinks that the Corps is a fun group of people, which is friendly, open, and grounded. "The cooperation between sections is impressive."

Cliff enjoys fishing, hunting, college football, and he likes babies. He and wife, Deborah, have 2 daughters: Kelsey (3) and McKenna (2).

Tony Lijewski,

who came to work for the Corps in September, is the CADD manager in Technical Services Division's Design Branch. Before coming to work in the Charleston District, Tony was a design engineer using Autocad and development desktop in a civil engineering firm.

Of the Charleston District he says, "I am impressed with the professionalism and the willing-

ness to help each other. It's a great place to be!"

Away from the office, Tony's hobbies are woodworking, fishing, yardwork, and reading. His family consists of wife, Lisa, who is a business major in college, and 2 daughters who are both academic magnet students - Megan (16) and "Ginger" (14). Their dog, "Cindy", and cat, "Tigger" complete the family.

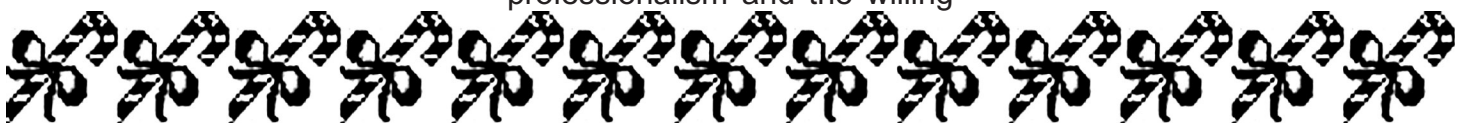
Lorraine Chambers

joined the CESAC family in late October as the secretary of Technical Services' Design Branch. New to Charleston District and the Carolina Shores, Lorraine says of the CESAC family, "everyone seems friendly, and approachable."

Previously Lorraine worked for the Department of the Navy, Navy Drug Laboratory, Great Lakes



Cliff Costa





Tony Lijewski,

Headquarters, and Military Entrance Process Command. She has been a supervisor, a legal technician, and manager of the administration department of the Navy Drug Laboratory.

Outside of the office, Lorraine is a "sports-mom," happily following her children's athletic events, and she's into reading and bowling as well. She and "wonderful" husband, Lepoleon, have 4 children: Charles (16), Dominique (11), Cherraine (10), and Jazmine (2).

Linda Shealy

Came to the Charleston Dis-



Lorraine Chambers

trict from the Marine Corps base at Quantico, Virginia where she was a budget assistant. She is a program assistant in Programs and Project management and has been in the District since early October. She says that the people here are very professional, caring, and patient.

Prior to working at Quantico, Linda also worked for the Department of Defense in New York, and at DDESS, the Domestic Dependent Secondary and Elementary School System in Virginia.

Away from the office she enjoys sports of all kinds and spending time with her husband,



Linda Shealy

Gary, family and friends.

Major James Neal,

who assumed the position of Deputy Commander of CESAC on July 22, 1996, is retiring from the military. Major Neal joined the army in 1980 after graduating from the University of Idaho. He holds a Master of Science degree in Civil Engineering and Operations Research from Penn State. He has worked in the Sultanate of Oman, at Fort Hood, Tx, at Fort Knox, Ky., and as a Professor of Systems



DID YOU REALIZE HOW GREAT WE DID LAST YEAR?

APPROPRIATION	MONEY EXPENDED(000)	%	ACHIEVED	GOAL
General Investigations	\$989		106%	98%
Construction General	\$41,475		116%	98%
Continuing Authorities	\$1,140		93%	98%
Operations and Maintenance	\$19,254		100%	98%
General Regulatory	\$3,029		94%	98%
Flood control and Coastal Emergencies	\$1,387		94%	98%
Total direct civil	\$66,134		109%	98%

E3-Educating, Energizing, Empowering



Barbara Barnette

All Photos by Steve Hagen

Barbara Barnette

I am a contract Specialist/Contracting Officer for the Contracting Division/Charleston District. I came to the Contracting Division in March of 1994 from the Naval Supply Center, which was designated for closure.

My main responsibility is to put contracts together for the different projects assigned to me. I never dreamed that working with dredging and diking contracts, and hurricane disasters could be interesting, but I really enjoy my job, even when the deadlines are tight.

I am also the Agency Program Coordinator for the IMPAC VISA card program. This entails administration of the program and training of all cardholder and Approving Officials.

My other main interests are my Church, Cathedral of Praise, my families, specifically my two daughters, six grandchildren and my fat Persian cat.

I have learned that the greatest assets in life are not material things but my relationship with

the Trinity, the golden rule, and the value of friendships. I am very fortunate to work in a District with a wonderful group of people. Some have come and gone, but all will always have a place in my heart.

My hobbies are reading, sports, fishing, gardening, shopping, and eating (especially my mother's homemade biscuits).



Beth Barber

Beth Barber

I work in TS-DH as a Civil Engineering Technician. Some of my duties are the daily monitoring of gage data and working on Flood Hazard Evaluations. I also utilize different computer programs such as Microstation, GIS, HES-2 and Arcview to help assist the engineers in my section. TS-DH is a really great section to work in.

I am married to Tom, who is a Purchasing Agent for a local glass distributorship. We had a baby girl, Katie Elizabeth, in June. She is such a blessing to us. We also have 2 sons, Tommy and Micheal and a black lab named Ann

Joe Jones

As an economist in the Project Management Division, I have a variety of responsibilities. One of my main tasks as an economist is the computation of benefits on an assortment of civil works projects. These projects include beach nourishment, navigation, flood control, and a variety of environmental projects. The economist is also responsible for insuring that Federal funds are expended for the greatest return of the taxpayer dollar.

I also am the project manager for the PAS Program (Planning Assistance to States) for the District. This program assists local governments by providing them with the expertise of the Corps to study a multitude of water-related problems and data collection needs. I also act as a plan formulator on various projects when the workload of the District warrants.

On a personal note, my wife's name is Robin and we have three daughters (Lindsey-15, Olivia-10, and Meghan-7) and one son (Zach-12). We have two dogs ("Angel" and "Mac") and a cat ("Kitty"). Needless to say nothing is ever boring at our house. There's lots of activity and always a house full of people.

I have several mottoes that I try and live by, one is, "If money can fix it - it's not a problem!" The other is, "In five years will anyone remember?" I strive, but do not always succeed in not taking life or myself too seriously.



Wayne Bieganousky

Wayne Bieganousky

team leader for the Geotechnical Team, began a career with the Corps of Engineers as a researcher at the Waterways Experiment Station in Vicksburg, MS. In 1979, Wayne went to work for the Vicksburg District in their Foundations and Materials Branch. He transferred to the Charleston District in 1985 as the Chief of the Geotechnical, Materials and Site Work Section, forerunner to the present day Geotechnical Team.

Geotechnical Engineering is a fairly broad field that encompasses disciplines like foundation design, earthen embankment design, ground-water flow through soils and geo-environmental considerations.

At the Charleston District, most of the Geotechnical work grows out of the Navigation Program, but some Work-for-Others and planning projects require foundation designs for buildings or hydraulic structures. New work dredging, beach nourishment, flood control and erosion control, and dam safety are the mainstays of the team. Tom Murphy, Vernard Cleveland, and Tommy Socha are the other members




of the team. Team products include technical reports, plans and specifications, engineering during construction support, and technical support to Office of Counsel.



Jackie Graham

Jackie Graham

I've been employed with the Corps for the past 24 years. I now serve as the District's Data Manager on CEFMS. My duties are primarily to ensure the integrity of the data that goes into the system. I'm also responsible for adding information to CEFMS tables, trouble shooting CEFMS problems, editing and forwarding reports to headquarters, and other duties that entail issuing CEFMS smart cards, writing sql queries (on a limited basis), etc.

My outside hobbies include playing the piano, singing with my church's choir, and going to movies. I also enjoy spending quiet time with my family. 




Regional Rent

By Joseph L. Coates

The SAD "Regional Management Board" (RMB) is working to make the cost of business at the district level as competitive as possible. The initiative underway that has received approval in concept by the RMB and the Board of Directors (BOD) is "Regional Rent". I am the Charleston District representative on this issue.

Specifics as to how "Regional Rent" will work have not been decided. The basic concept is that the rent for all of the District HQ's will be accrued into an account at SAD and paid for all of the districts using a uniform rate per square foot for office space required for the district. The determination of the square feet needed by each district for its head quarter's staff and the number of employees stationed at the district head quarter's are two of the problems that have arisen thus far. Subsidies and discrimination for and against customers depending upon the district are also issues that must be considered. Nevertheless, we plan to move ahead and equalize the rent across SAD.

As I envision it, we in Charleston will come out ahead on this, as our rent should be lowered.

If any of you have any suggestions as to how we can make this process as equitable as possible other than by employee and square foot please supply them to me in writing. 



Happy Holidays
from a
Merry Band Of Elves